

LEADERSHIP

Essentials



Called to be a leader? Unsure of your next step in this journey?

At HIM Research, we believe that leadership is more than a role or a title. Beyond your corporate function and responsibility, it is a privilege, a sacred stewardship entrusted to you. For many it is a calling.

If that's your case, you may be thinking about how to respond. Perhaps what you need now is orientation, a clear sense of direction that builds the willingness to move forward and create something new.

That is why we exist. Our mission is to walk alongside you in a transformative journey of becoming the complete leader you were meant to be — equipping you to reach, inspire, and make a lasting impact on those around you.



Whether your calling unfolds in a board-room or a classroom, leading a small team or even influencing an entire organisation, our vision is to provide a holistic framework that equips you to make an impact that outlasts you.

To lead effectively, one must first understand the nature of the relationship between the leader, the group, and the ultimate objective.

But what does that framework look like in practice?

It begins with a philosophy of a life of service.





The Philosophy of Serving

Many modern resources prioritize productivity, performance metrics, and career progression. While these matter, they are incomplete on their own.

Whether in business or ministry, education or community, the true and enduring leadership is grounded in something deeper.

We believe the essential feature of leadership development is the continuous connection that binds the leader to the community they support.

Two well-established theories – servant leadership & spiritual leadership – transcending religious or cultural boundaries, recognise that leadership is not primarily about the development of the leader. It is about the continuous, living and nurturing connection between the leader and the community they serve.

But what does that connection look like in its fullest expression?

True leadership is not a single skill. It is a journey — from the inside out.



Holistic Leadership: A Framework of Expanding Influence

This framework, grounded in the **Andrews University School of Leadership** model, pictures leadership as three expanding spheres of influence — each one building on the one before it. Leadership grows from inside out.

At the centre, as a foundation of everything, lies **Leadership and the Self**. Before a leader can influence anyone else, they must first attend to their own philosophical foundation and worldview, their ethics and values, and their commitment to continuous learning and personal growth.

The second sphere, **Leadership with Others**, extends that inner work outward into relationships. Here the leader becomes a communicator, a mentor, a coach, someone who assesses, evaluates, and takes responsibility for the people around them.

The outermost sphere, **Leadership through Organisations**, is where personal character and relational skills meet the wider world. We navigate organisational culture, implement change, manage resources, and address the legal and strategic questions that shape communities and institutions.

Leadership Needs a Foundation

Before you lead anyone else, you must first know who you are and what your worldview is. The leaders who last are not necessarily the most talented or the most visible. They are the ones who have done the inner work, who have planted deep, who plan to lead up, to higher grounds.

They know their **values**. They understand their **purpose**. They have learned to **reflect** honestly on who they are becoming, not just on what they are achieving.

For many, that foundation includes a dimension of **spiritual** grounding, that is, a sense that leadership is not simply a function, but a calling. They are not merely managing people, but stewarding lives.

Whatever your tradition or background, the question remains the same:

What is your leadership built on?

Because when the pressure comes, that foundation is the only thing that holds.



Leadership is Service

Leadership is not about being at the top. It never was. It is to help others to higher grounds. The Bible says it plainly — whoever wants to lead must first **learn to serve**. Far from being just a motivational phrase, it is a reorientation of everything we think leadership means.

In a world that measures leadership by title, salary, and status, servant leadership asks a different set of questions altogether:

- What do my people need to succeed?
- What obstacles can I remove for them?
- How can I help them grow?

By now you see that leaders protecting their positions are *not* asking such questions (maybe they have a wrong foundation).

Ego aside, power shared, others first — such are key elements of a servant leadership, oriented toward the **betterment** of those you serve and the society you shape.

Leaders Multiply Leaders

A true measure of a leader is what is left behind: true **direction**, real **growth**, healthy **multiplication**.

When a leader pours into another person and that person becomes a leader in their own right, the impact multiplies far beyond what any one individual could achieve alone.

A manager gets things done through people. A leader grows people until they no longer need you in the same way (isn't that your goal?). We may be building businesses, ministries.

- Are we also developing people, even leaders?

Great leaders invest deliberately in **mentoring**, in **coaching**, in **empowering** others to make real decisions and learn from them. Their **delegating** is to **create space for others to rise**.

Leadership multiplication creates lasting impact, a legacy worth building.

Courageous Leadership

Nobody tells you this at the beginning: leadership is lonely sometimes.

There will be moments when you know what needs to be said and the room goes quiet. When you see a problem everyone else is avoiding. When something goes wrong and the easiest thing would be to look the other way.

Courage closes the gap between what a leader **knows** and what a leader **does**.

You need to take **responsibility** for making a difficult **decision** when the outcome is uncertain; naming an uncomfortable **truth** with enough care that people can actually hear it; standing in front of your team when things go wrong and lead towards reflection, acceptance and moving forward. Hard. Necessary. Worth it.

Without courage, leadership becomes a performance of managing perceptions instead of leading people. Beware of trading your **integrity** for your image.

Leadership and Reflection

At some point, every leader needs to **stop** and **ask** the harder questions. About themselves, about others, about the organisation.

Such a practice helps moving the conversation from activity to **character**, from output to influence, from what you are doing to who you and those you lead are **becoming**.

A dangerous feature of a leader is the avoidance of reflection, thus confusing busyness with growth, results with maturity, a full calendar with a full and fulfilled life.

Leadership is a lifelong **journey** of becoming. More patience here, more courage there, more willingness to let go of what worked yesterday in order to lead well today.

You are a leader in progress. So is your leadership. That is an invitation. People will see it. Will follow. Growth and betterment will ensue.

Ten Questions for **the Leader in Progress**

1. What is your leadership built on?
2. Who are you becoming, not just what are you achieving?
3. Are you leading from a calling, or simply performing a function?
4. Who in your circle is growing because of your investment in them?
5. What obstacles are you removing for your people? (are you one?)
6. Where has busyness replaced reflection in your leadership?
7. What truth are you avoiding that courage is asking you to name?
8. Are you building something that outlasts you, or something that depends on you?
9. What culture are you intentionally shaping in your organisation?
10. If those you lead were to describe your leadership in one word, what would it be?



The journey has just started.

Such questions have no final answers. They are companions for the road, ready for your reflection, for your next meeting, for that honest discussion one needs to have to lead better.

You have taken the first step by asking the right questions.

HIM Research exists to walk that road with you.

Our services are available online, at your location, or in a hybrid format, and include Leadership Keynote Presentations, Conferences, Training Programs, and Coaching & Mentoring Consultancy.



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